CHAPTER – VII
DISCUSSIONS OF FINDINGS

7.1. RELATIONSHIP BETWEEN EMPLOYEE EXPERIENCES & ORGANIZATIONAL PERFORMANCE

The coefficient correlation of Pearson [r] proves that Organizational Performance and Employee Experience are positively and significantly co-related. This proves testimony of another thing that is if the experiences of employees are good with the company, the organization performance rate will also be high. To exemplify it, if the employees feel convenient, comfortable, efficient and flexible work environment about the company in daily working activities, they will become more inclined and commitment to it.

This is in line with the suggestions of [Davis et, al., 1993], who opine that when any existing employee works in flexible working and derive some opinions or feelings in consequence to his experience and hence finalizes whether to use work with full capacity or not. Lockett and [Litter et, al., 1997] also think in the same line and come out with the opinion that the most significant point regarding flexible working in a company was the availability of 24X7 hours of service; while the risk and complexity of employee service were given the negative factors. Daniel [1998] also side with the above result, and concluded that the main factors to have influenced the company performances is the ease of the job, convenience factor of the working shifts and finally the employee-lifestyle compatibility factor.

The fellow thinker [Karjaluoto’s et, al., 2002] opinion also matches with the same feelings. [Karjaluoto et, al., 2002] felt that actual behavior and experience of an employee about the company are jointly influenced the organizational performance and work efficiency. The said finding concords with the thinking of [Sathye et, al., 1999], who, while pointing about the adoption of the flexible practices in organization, also comments that till the fulfillment of the specific needs of an employee, employee will not be ready to align with the changes by leaving the present & familiar operational features.

[Howcroft et, al., 2002], however, opined that a personal characteristics-set may also be the determiners of [adoption or not] the new flexible working norms of the company. [Howcroft et, al., 2002] observed
that the time or employee convenience is more valued by the younger employees than the older ones when flexibility or flexible working is an issue. The other revelation of the younger employees was also different from their elder counterparts when talked about the importance of working in various shifts.

**7.2 RELATIONSHIP BETWEEN FLEXIBLE WORKING AND EMPLOYEE SATISFACTION TOWARDS FLEXIBILITY**

According to correlation coefficient of the Pearson [r], a positive and significant relationship exists between employee satisfaction and flexible working that leads to organizational performance. This means that if the employees are satisfied with the company promises and commitments, the feelings get converted into sincerity, reliability and confidentiality with the other potentials like carrying out the job which are most likely to be flexible as per company.

The findings of [Chapman & Clarke et, al., 2003] also match with this findings that upholds the concept that if there is trust on company policies, it will lead to favorable expectations about the company. Here flexibility is regarded as reliable, favorable and predictable by the employees. Besides these, flexibility does not carry any harmful effect on organizational performance even if the employees make use of flexibility as the financial benefit. [Davis et, al.,1989], in his study, found that perceived usefulness and perceived risks of adopting flexibility during work carry positive impact on trust towards the company policies, because it promotes positive impression towards the initial stage when the service is being rendered.

This has concurrence with the ideas of Lee and [Turban et,al., 2001] who perceive that different variables like workload, shifts, consistency in work type, and changes in locations, convenience and work-life balance are the impacting factors that can influences the work efficiency and organizational performance. [Igbaria ET, al., 1997; Nielsen ET, al., 2000], however studied that change in the trust towards organizational flexible policies impaction the company’s flexible practices and organizational performances.

The result coincides with the perceptions of [Hayman et, al., 2009] who concluded that lack of trust on organizational policies is the main barrier for knowing about the experiences of employees and full
potential about any adoption of flexible practice by employee with full commitment of the company. [Pocock et, al., 2009] echoes the same feelings and says that due to lack of trust on company policies, employees are reluctant to accept flexible working especially when there is no financial benefit to them.

### 7.3 RELATIONSHIP BETWEEN PERCEIVED BENEFIT FROM FLEXIBILITY AND EMPLOYEE PERFORMANCE

The study concludes that negative relationship exists between perceived benefits from flexibility and employee performances. This means that as the negative perceived benefit from flexibility mount up, the level of employee performance also escalates; the example is, if the employees have the doubt about their job security at the company, the rate of their adoptions towards company’s flexible policies will also automatically decline. As per the study by [Howcroft et, al., 2002], if there is any perceived fear pertaining to feelings of insecurity and disclosures of personal problems, it will lead to negative impact on the flexible working adoption of the company. This is due to the negative perception of the employee in the matters of credibility of privacy and security.

[Aladwanis et, al., 2001] also accord with the same view, as he found that flexible working employees consider that work life balance and benefits from flexible working are the most important issues that tell upon the adoptions of flexible working. [Aladwanis et, al., 2001] thus concludes that company adoptions of these flexible practices are highly impacted by perceived benefits from flexible working from employees.

### 7.4 RELATIONSHIP BETWEEN PERCEIVED BENEFITS FROM FLEXIBLE WORKING AND ORGANIZATIONAL PERFORMANCE
According to correlation coefficient of the Pearson $r$, negative relationship persists between organizational performance and perceived benefits from flexible working. This approves of the fact that less the perceived benefits from flexible working by employees, the less will be the rate of adoption of flexible practices and the less will be the company’s performance. To exemplify it, if the company’s flexibility policies are high but there are lesser perceived benefits from such flexible working by employees than there will be the lesser rate of organizational performance.

[Baet, et al., 2001] also thinks alike as he opined that when employees gather the impression that any flexible policy of the company with poor or no benefits to the employees will damage reputation of company among the employees, and thus they will either resist to adopt the flexible working or do not perform well in new working environment i.e. resulting in lower organizational performance. [Culnan and Armstrong et al., 1999] also party with the above idea and concluded that employees are likely to come with their family issues if they consider the flexible policy to be unreliable. If they are satisfied with flexible policy of the company, it will subsequently bring down the employee concern about the work life balancing and other financial benefits.

If previous researches on the relationship between the perceived benefits from flexible working to employee performances are referred to, it is always seen that it is a vital predictor of the company performances. According to the studies by [Sathye et al., 1999], the Australian Employees were instrumental in doubting about flexibility concerns, coupled with their lack of awareness about its benefits had caused obstructions to their organizational performance. [Gerrard and Cunningham et al., 2003] studied the conditions of the flexibility practices in Singapore, and concluded that it is the benefit concern that make or break the adoption of flexible practices in the organization.

7.5 RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION TOWARDS FLEXIBILITY AND ORGANIZATIONAL PERFORMANCE
As per correlation coefficient of the Pearson [r], Organizational Performance and employee satisfaction towards flexibility are significantly and positively inter-related. This means if employees find that flexibility practices of their company is good for them; they are most likely to adopt it. Same idea has been viewed by [Yousafzai et al., 2003; Krauter et al., 2008; Bejou et al., 1998; Diacon and Ennew et al., 1996] also chip in with the same view. They find that employee satisfaction towards the flexible working policies works as the tool for organizational performance.